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STUDY OF ARMY MANPOWER REQUIREMENTS, DETERMINATION PROCEDURES, —ETC(U)

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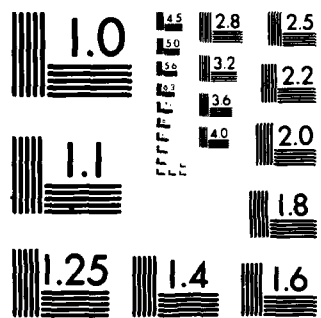
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Addendum to  
Technical Report No. 492

STUDY OF ARMY MANPOWER REQUIREMENTS,  
DETERMINATION PROCEDURES,  
AND ORGANIZATION

by

G. H. Smith and R. W. Hartt

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ADDENDUM TO TECHNICAL REPORT NO. 492

GENERAL

1. This addendum to Presearch Incorporated Technical Report No. 492 provides clarifying information and amplification in areas where questions arose during the MACOM and ARSTAFF review of the report. Specific areas addressed are:

- Data sources, procedures, and conventions associated with the development of the estimated staffing standards universe
- The development of program workload estimates for both Army-common and MACOM-unique standards
- The presentation of composite staffing estimates for all relevant program functions in HQDA, the proposed FOA, and the MACOMs
- Interface of the staffing standards development process and products with related Army systems.

STANDARDS UNIVERSE IDENTIFICATION

2. This process was guided by a number of objectives and self-imposed stipulations. These included the following:

- The universe should reflect all TDA functions and resources for which standards coverage was

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deemed potentially feasible. This required that a comprehensive listing first be identified and then be subjected to criteria and conventions to screen out those functions/subfunctions deemed infeasible by virtue of the nature of the function or the small number of manpower resources associated with the function/subfunction.

- The universe had to be presented in terms that would facilitate the further delineation between Army-common and MACOM-unique, as well as the information needed to estimate the standards development workload and plan the development of standards. This required that data be identified by function (AMSCO was used), organization, and resources involved (used as the entering workload index).

### Data Sources and Preliminary Processing

3. An extract from the ODCSOPS Force Accounting System (FAS) for month-end September 1980 was used as the official Army source for manpower authorizations data in determining the potential staffing standards universe. This source was selected because it represents the current and projected disposition of authorized manpower for both military and civilians by unit, command, location, and Army Management Structure Code (AMSCO). The AMSCO permits functional classification of the authorizations. Command/location identification satisfied the need to identify the occurrence and size of each subfunction by MACOM so that the assessments of Army-common and MACOM-unique workloads could be made.

4. The ODCSOPS-provided extract consisted of all COMPO 1 Active Army manpower authorizations as of month-end September 1980. The

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extract was subsequently processed to remove the MTOE units (TYPCO=1) from the force, inasmuch as these units were not to be included in the standards development universe. The remaining TDA unit authorizations were then sorted by AMSCO, location (station), and command for further manual classification and decomposition into work centers. The result was the listing of subfunctions and pertinent information shown in Table 3.2 of the report. Given the data sources available, this table reflects the maximum extent of detail available as a planning base for standards development.

### PROGRAM WORKLOAD ESTIMATES

5. After extensive analysis of other Services' staffing standards programs, the work center was selected as the best unit of standards development workload. Subsequent presentations of estimated workload were stated in these terms, and standards development staffing estimates used the number of work centers for which standards development was anticipated as the workload factor (independent variable) in the estimating equation.

6. Some MACOM expressed the concern that the numbers included in the report did not accurately reflect the number of work centers in their commands. Subsequent discussions have identified several areas that require clarification:

- Significantly different meanings were assigned to the term "work center." In the report, work center was used in the generic hierarchical sense, i.e., to describe a level of functional work aggregation usually at or immediately below the subfunction level in the hierarchy. The divergent connotation apparently used in deriving alternative work center "counts" was really the product

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of the number of work centers in the hierarchical sense and the locations of those work centers. The result is actually an estimate of work center locations, which would obviously be much higher than the report's estimates of generic work centers.

- The report listed the estimates of MACOM-unique work centers, by command and major agency, in Appendix H. These may have been interpreted as the total standards-universe work center estimates within the command, when, in reality, there are other functions (and work centers) in that command, but included in the Army-common list (Table 3.4) and not identified by command. This was deliberate, so that only those functions and work centers that would constitute command workload were listed in Appendix H.
- It must be understood that the work center figures used in the report were, of necessity, estimates to be used in scoping out initial program requirements for budgeting purposes. To expand briefly on paragraph 3.11 of the report, much of the estimating was done by comparing the functional areas listed in Table 3.2 with like or similar functions/subfunctions in the Navy and Air Force, and then using their work center count as the basis for Army estimates. As explained to the Study Advisory Group and acknowledged by many of the members present, an accurate count of work centers (by any definition) can and will result only with the performance of the preliminary phase of standards development.



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### COMPOSITE STAFFING ESTIMATES

7. Staffing estimates were presented separately in the report for each program function (pages 132 through 165). A later summary (Table 5.1, page 265) reflected total estimated requirements by program function but not by each MACOM. Table 1 is included in this addendum to present a composite view of requirements with MACOM detail. The table is illustrative only of the requirements estimated for alternative 3 in FY83.

### SYSTEMS INTERFACE

8. Section 6 of the Presearch Incorporated Technical Report No. 492 "Study of Army Manpower Requirements, Determination Procedures and Organization--Volume I" describes the family of systems within which the MRDP will operate. The Section serves as a road map for MRDP planners and managers for identifying automated systems which support manpower planning, programming, budgeting, allocation, documentation, and utilization.

9. The principal concern of MRDP interface with current and projected Army systems is the need to provide quantitative and qualitative statements of manpower requirements in formats compatible with those systems. The basic product of the MRDP--manpower requirements--must be readily identifiable in programmatic and force structuring terms to insure compatibility with systems supporting the PPBS process. Consequently, the functional and organizational classification schemes used to identify elements of the manpower requirements determination process--staffing standards, programming factors, other estimating equations, work units, work centers, and workload projections--must be consistent and compatible with the programmatic and organizational identifiers, current and projected, used by supporting or receiving automated systems.

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TABLE 1  
COMPOSITE PROGRAM STAFFING REQUIREMENTS,  
ALTERNATIVE 3, FY-83

Organization	Estimated Staffing Requirements by Program Function							
	Program Management	Prescribe Methodology	Enforce Methodology	Develop Standards	Publish Standards	Determine Requirements	Survey Additive	Total
HQ DA	7	1	1	--	1	10	--	20
FOA	11	1	1	107	1	11	--	132
FORSCOM	1	--	1	11	--	42	8	63
USAREUR	1	--	--	2	--	47	8	53
DARCOM	11	--	3	103	--	98	18	233
TRADOC	3	--	1	23	--	60	14	101
HSC	1	--	1	8	--	36	4	50
EUSA	1	--	--	2	--	20	3	26
USACC	1	--	1	13	--	26	4	45
WESTCOM	--	--	--	--	--	4	--	4
INSCOM	1	--	--	7	--	12	1	20
USACE	1	--	--	6	--	13	3	20
MTMC	1	--	--	3	--	6	--	10
MDW	--	--	--	--	--	4	1	5
USARJ	--	--	--	--	--	5	--	5
USACIDC	1	--	--	1	--	2	--	4
ARNG	1	--	1	14	--	24	4	44
TAGO	1	--	--	3	--	4	1	9
USACSC	1	--	--	1	--	2	--	4
USAREC	1	--	--	2	--	12	1	16
USMA	1	--	--	3	--	2	1	7
TSG	1	--	--	11	--	5	--	21
MILPERCEN	1	--	--	2	--	4	--	7
MEPCOM	1	--	--	1	--	2	--	4
USATSA	1	--	--	2	--	12	1	16
USAFAC	1	--	--	2	--	4	--	7
Total	51	2	10	327	2	467	72	931

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10. For use by major programming commands and agencies in preparing PARR, PABE, and COB, the manpower requirements derived from staffing standards applications must be related to the Army Management Structure Codes (AMSCO) used to programmatically categorize resource requirements. By relationship to a specified AMSCO, manpower requirements can be subsequently aggregated to program elements for inclusion in higher level systems (e.g., FYDP, POM). Where current AMSCOs are inadequate to meet the functional classifications necessary for standards development, modifications will be required to the content of the current AMSCO dictionary. Similarly, the effort currently underway to restructure the AMS must acknowledge and accommodate the functional classification requirements of the MRDP.

11. The AMSCO is also used in the qualitative and quantitative documentation of manpower requirements and authorizations within the FAS and TAADS. These systems support force structuring and management while providing the capability, via the AMSCO, to maintain programmatic balancing and auditing in the resulting force. Therefore, it is again essential that manpower requirements be readily related to an AMSCO within a specified organization (unit) to permit auditing of the implementation of resource decisions resulting from the programming process. To support FAS entry, manpower requirements must be identifiable by category (e.g., officer, enlisted, U.S. direct hire civilian), as well as AMSCO and unit identification code. In addition, manpower requirements must further be identified by rank/grade and skill/occupation for entry into TAADS.

